

## DEP Technical Assistance Interim Report Submitted by:

City of Cambridge  
Randi Mail, Recycling Director  
617-349-4866, [rmail@cambridgema.gov](mailto:rmail@cambridgema.gov)

### Attachments:

1. Letter from DPW Commissioner Lisa Peterson
2. Compost That Stuff! brochure
3. Best practices memo from Save That Stuff
4. Density map
5. Request for Bids: Services to market, Recruit and Train Businesses for Organics Collection
6. Bidder's list



## ***Project Description and Goals***

Partnering with Save That Stuff (STS), the City's business recycling hauler, food waste recycling services will be offered to Cambridge businesses beginning in September 2006, including supermarkets, hotels, cafeterias, restaurants, florists, and coffee shops. This service will also be offered next school year to the Cambridge public schools participating in CitySprouts.

Composting is cost effective by removing heavy stuff from the trash. STS is committed to pricing the service the same or less than trash disposal. By participating, businesses help reduce landfill emissions that contribute to climate change and help preserve landfill space.

The goals of the project are:

- Identify the most appropriate and effective collection strategy.  
This includes establishing cost-effective pricing so organics collection is the same or less than trash disposal; recruiting high, medium and low generators with a secondary emphasis on generators that offer good publicity opportunities through their participation; and identifying conveniently located processing facilities.
- Establish a dense route that diverts 10-15 tons/day, 5-6 days/week.
- Recruit City Sprouts schools to implement compost collection.

## ***Tasks Completed To Date***

### 1. Generator Priority List

From the City's License Commission food license database, we established a priority list of generators, identified qualitatively as high (108), medium (117) and low (520). A list of florists was later added.

High generators were defined as universities, supermarkets, hotels, labs and industrial food processors. Medium defined as cafeterias (assisted living homes and corporations), large restaurants and hospitals. Low defined as bars, florists, coffee shops and schools. For the moment STS concluded that the potential tonnage from hair salons and barbershops was insignificant.



### 2. Issued RFB and Hired Consultant

City issued a Request For Bids for "Services to Market, Recruit and Train Businesses for Organics Collection". The RFB was sent to over 40 firms and individuals, including marketing agencies in Cambridge. Bids were received from Carl Guidetti, John Connolly & Associates and The Resource Technologies Group & Aceti Associates (Marsha Gorden and Jan Aceti). Awarded bid to John Connolly & Associates (JC).

### 3. Letters Sent to Businesses

Mailed letter from DPW Commissioner to all food waste generators introducing the project and JC and invited their participation. DPW also mailed letters to its 60 commercial trash

customers informing them of rising trash fees, offering a discount if participation in the recycling and/or composting program was demonstrated.

4. Educational Materials

Developed a “leave behind” brochure and training poster to give to potential customers. Poster has also been hot-stamped on collection carts purchased. Decal also developed for collection truck. Information posted on the City’s website at [www.cambridgema.gov/recycle](http://www.cambridgema.gov/recycle).

5. Publicity at Events

Announced project June 8<sup>th</sup> at 2006 GoGreen Awards with 80+ government and business people in attendance, exhibited poster and distributed brochure.

Attended the 2006 Taste of Cambridge event on July 20<sup>th</sup> with key support from project partner: Cambridge Chamber of Commerce. Over 50 local restaurants participated. Good publicity and outreach.



6. Business Connections

Met with the Cambridge Chamber of Commerce to review project and plan publicity coordination including the 2006 and 2007 Taste of Cambridge events. Initiated conversations Central, Harvard and Inman Square Associations, Local First, Food Associations and the Boston Green Tourism Lodging Committee.

7. Contacted Over 260 Generators

Identified which project partner (City, STS, MassDEP or JC) was the most appropriate to make the initial contact with each potential generator. To date over 260 potential customers have been contacted in person, or via phone and email, with a focus on large quantity anchors such as supermarkets, large hotels and large restaurants. Identified generators with a corporate presence, or those operating within a centralized decision-making environment.

Interestingly, some generators were so eager to begin diverting organics that we were concerned that starting in September would be too long of a lag-time between initial contact in July/August and actually starting up. JC maintained interim communication to avoid losing interest.

8. Cost for Service

STS established pricing at \$100 per ton with a \$20 minimum. This translates into 3 totes or 400 pounds per pickup. Carts will be rented to customers for \$3 each per month. Customers can request collection up to 6 days per week, with many requiring once a week pickup.

Average savings for customers is predicted to be 10% per ton for those switching from a trash compactor to loose collection. It is currently unclear whether customers with loose collection will realize a savings. STS remains committed to pricing the service the same or less than trash disposal.

9. Density and Routing

Created GIS map of generators from priority list to show route density. This was particularly helpful to JC as he was not familiar with Cambridge and major business districts.

STS will develop route plans. Certain generators have time sensitive service needs such as the Harvard Business School and Whole Foods (Fresh Pond). STS has determined that the truck must be off route by 3pm to get to the compost site before it closes.

The goal of the project is to collect 10-15 tons per day and collect 5-6 days per week. This translates into 50-90 tons per week or up to 4680 tons per year. As listed in the next section, we currently have 26 customers signed up. STS has roughly estimated that they will generate about 30 tons per week, ranging from once a week collection to 6 days a week.

Tonnage Scenarios

(10-15 tons/day, Pickup 5-6 days/week)

Tons/day	Days/week	Tons/year	Tons/week
10	5	2600	50
10	6	3120	60
15	5	3900	75
15	6	4680	90

***Deliverables, Findings and Results***

Customers

As of August 28<sup>th</sup>, these businesses will participate (asterisk means not in Cambridge):

- |                                  |                                 |
|----------------------------------|---------------------------------|
| 1. Chez Henri                    | 14. Petali Fresh Flowers        |
| 2. Christopher's                 | 15. Pronto/Charles Hotel        |
| 3. Formaggio Kitchen             | 16. Rendevous in Central Square |
| 4. Harvest Coop Markets          | 17. Rialto                      |
| 5. Henrietta's Table             | 18. Sheraton Commander Hotel    |
| 6. Hotel MIT                     | 19. Shaw's (White St)           |
| 7. Irving House at Harvard       | 20. Star Market (Sidney St)     |
| 8. Issac Harding House           | 21. Star Market (Mt. Auburn St) |
| 9. Genzyme (Sodexho cafeteria)   | 22. Whole Foods (Fresh Pond)    |
| 10. Legal Sea Foods (Kendall Sq) | 23. Whole Foods (Prospect St)   |
| 11. McDonald's (Central Sq)      | 24. *Eliot Hotel (Boston)       |
| 12. Museum of Science            | 25. *Harvard Business School    |
| 13. Oleana                       | 26. *Shaw's (McGrath Highway)   |

Additional customers that STS hopes to sign up include, but are not limited to:

- |                                       |   |
|---------------------------------------|---|
| 27. Cambridge School of Culinary Arts | 35. Trader Joe's                              |
| 28. Cheesecake Factory                | 36. Veggie Planet                             |
| 29. CDM                               | 37. *Copley Fairmont Hotel (Boston)           |
| 30. EF International (Lingo)          | 38. *Lemeul Shattuck Hospital (Boston)        |
| 31. Hotel Marlowe                     | 39. *Lenox Hotel (Boston)                     |
| 32. Hotel Tria (Best Western)         | 40. *Whole Foods (Cambridge Street in Boston) |
| 33. Royal Sonesta                     |   |
| 34. 1369 Coffeehouse                  |   |

Putting together the priority list was a good starting point. Availability of the business contacts varied due to summer vacations, organizational responsibility, interest, and decision-making authority. Overall, there was a very favorable response since they received a letter from the DPW Commissioner introducing the project. Corporate-based organizations require significant time to

cultivate. You need to identify and contact appropriate contact(s), receive replies to E-mails/phone calls, and secure meetings.

#### Processing Facilities

For the short-term, organics will be composted at Rocky Hill Farm in Saugus, MA. They are expected to have enough existing capacity to handle the volume generated by one truckload per day. STS has explored partnering with regional farms, including The Food Project in Lincoln that might want to add food waste composting to their site. Nothing definitive has developed yet. STS is waiting for Apple D'Or to expand their Franklin Park permit allowing transfer of food waste.

#### Collection Logistics

Compostable bag options were identified and discussed in terms of vendors, pricing, logistics, and availability. JC recommended compostable bag vendor and facilitated connection to STS.

STS ordered 68-gallon carts from Otto Industries that will be delivered in early September.

Met with DPW Commissioner to discuss concerns about minimizing time collection containers are set at the curb in high-traffic pedestrian areas to avoid additional sidewalk clutter and potential for spillage. STS addressed these concerns in a follow-up memo that details these strategies:

1. Most customers will use biodegradable liners in small collection containers indoors so that the toters will not have loose food inside;
2. Toters for organics will be stored where trash is and placed for pickup where trash is. In other words, organics toters will not be introduced in areas where trash has not been.
3. STS will provide early morning service or "call ahead" for customers placing toters at the curb to minimize curbside setout to 1 hour at most;
4. Drivers will always have a shovel and broom to clean up any waste.

#### ***Project Budget & Expenses***

As of 8/28/06, for MassDEP grant funds, \$9945 has been spent on the consultant and \$2000 on publicity materials. In terms of in-kind expenses, STS spent \$210,000 for a new packer truck including \$800 for artwork; and \$12,636 for 196 68-gallon Otto carts including the \$300 hot stamp charge.

#### ***Challenges and Lessons Learned***

##### Stakeholders

Common ground for the program should be established across stakeholders with varied interests and/or objectives. However, it is equally important to determine varying reasons for support among different stakeholders.

Many City and community organization stakeholders have been involved and educated to stimulate basic interest and support for the project. The School Department, the Chamber of Commerce and CitySprouts have been supporters from the beginning, providing letters of support submitted with the original DEP grant proposal. Detailed conversations with CitySprouts and the School Department will take place this fall.

Community Development has been very engaged; since organics diversion is a goal in the City's Climate Protection Plan, see [www.cambridgema.gov/climate](http://www.cambridgema.gov/climate). Economic Development has also been supportive in making connection with business leaders and helping to plan a Best Practices Workshop in the fall on organics. Inspectional Services, the Health Department, City Council and the City Manager's office are key City agencies kept informed of the project.

Within Public Works, leadership and involvement from the Recycling, Sanitation, Sewer Division and Commissioners has been key. The Sewer Division is excited about the project, as the large food generators targeted for organics collection can be the same customers causing significant operational and financial burdens on the sewer systems when garbage disposals are abused. We have noted this on the priority list and can use it as leverage with potential customers when encouraging their participation. These customers may also see lower water bills if organics diversion results in less waste consumption.

#### Haulers

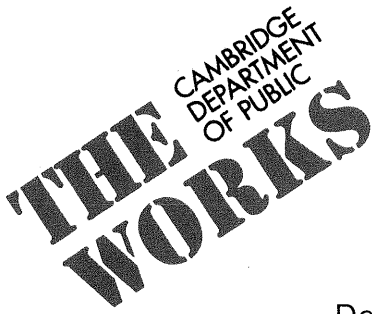
Current vendors of waste removal for Cambridge businesses are not yet impacted at this stage of generator discovery. Potential for loss of business to a STS competitor has yet to surface. Relationships with current service vendors for waste removal may prove problematic for small businesses not used to dealing with vendor change, or large businesses not willing to initiate vendor changes.

STS has been an excellent project partner and the City is confident in this partnership. They are professional, accessible and very enthusiastic about offering this service.

#### Generators

- ✓ Smaller, independent generators are enthusiastic. This was especially apparent at the *Taste of Cambridge* event. Common ground for generators – supports the City; do the right thing for the environment; enhance common ground of Square Associations or surrounding businesses.
- ✓ Generators want to know where organics will ultimately be processed for liability concerns included contamination, permitting and diseases.
- ✓ Some generators such as Shaw's or Cambridgeside Galleria have unique organizational issues that must be approached in a strategic way. For example, a larger company recently purchased Shaw's with headquarters outside of Massachusetts.
- ✓ Whole Foods (Fresh Pond) has significant storage constraints and will likely need pickup twice a day. Their organics totes will need to be emptied from their loading dock.

***Recommendations will be included in the final report.***



Summer 2006

Dear Cambridge Business Owner,

**Lisa Peterson**  
Commissioner

147 Hampshire Street  
Cambridge, MA 02139  
617-349-4800  
TTD 617-349-4805

The City of Cambridge recently received a state grant to work with our business recycler hauler, Save That Stuff, to offer curbside organics collection for Cambridge businesses that generate food waste including supermarkets, hotels, cafeterias (hospitals & assisted living homes), restaurants, bars, florists, schools and coffee shops.

Composting can help your business control disposal costs by removing this heavy material from your trash. Save That Stuff will provide secure containers and an effective pickup schedule to minimize the time organic materials are stored at your location. Collection will begin in the late summer/early fall and we hope to have you on board.

With assistance from John Connolly, a consultant with extensive experience implementing organics programs, we are recruiting customers and offering training, to build a sustainable collection route. Please consider participating in this exciting project.

This project is funded by a grant from the Massachusetts Department of Environmental Protection as it meets several state goals including developing a commercial organics collection and processing infrastructure, reducing waste sent to landfills and incinerators, reducing greenhouse gas emissions, and educating the public about waste reduction.

**In the next few weeks, John Connolly may contact you to discuss this opportunity in greater detail. For more information, please contact John Connolly directly at 603.758.1499 or [john@ifconnolly.com](mailto:john@ifconnolly.com).**

Thank you in advance for your consideration.

Best Regards,

Lisa Peterson  
Commissioner of Public Works





**Diverting organics from the waste stream helps the City meet the goals of the Cambridge Climate Protection Plan and the goals of the Massachusetts Solid Waste Master Plan.**



**www.savethatstuff.com 617.241.9998**

SAVE THAT STUFF, Inc. was founded in 1990 to provide cost-effective alternatives to traditional waste disposal. SAVE THAT STUFF, Inc. currently helps over one thousand customers remove corrugated cardboard, newspaper, mixed paper, electronics, organics, cans and bottles from their waste stream—helping those businesses, organizations and institutions save money while reducing their impact on the environment.

This material was provided through a grant from the Massachusetts Department of Environmental Protection to the City of Cambridge.



# Compost that stuff!

**More and more business are realizing composting is a cost effective alternative to trash disposal.**







## Compost and clean up your trash

Join the hundreds of supermarkets, flower shops, cafes and restaurants across the state that are composting almost half of their waste. Composting is easy—it rarely poses a space problem and it can save businesses money.

### ➤ How does composting save money?

Businesses can control their disposal costs by removing the heavy stuff from their trash.

### ➤ How does composting work?

Any business that generates compostable material can participate. We provide customers with brown, leak-proof covered carts. Pickup service is available six days per week. We also provide free multilingual posters and training.

### ➤ How does composting help the environment?

By participating, your business will help keep otherwise compostable material out of landfills. The compostable materials are turned into nutrient rich soil that helps grow fresh food. Composting reduces climate change by avoiding methane emissions from organic decay in landfills.

### ➤ What's compostable?

**All Food Scraps:** kitchen trimmings, plate scrapings, coffee grounds and filters, tea bags, meat, bones, fish dairy products and baked goods.

**Food Soiled Paper:** paper cups and paper plates, placemats, milk cartons, waxed cardboard boxes and saw dust.

**Plants:** yard trimmings and floral clippings.

### ➤ What's not compostable?

Glass, plastic, styrofoam, metal, liquids, grease, and other non-biodegradable items.

### ➤ Is it messy to keep all that food waste around?

Our program uses a secure, contained storage approach. In addition, Save That Stuff will work with you to develop a pickup schedule that helps you minimize the amount of time the organic materials are stored at your location.

### ➤ Want to start composting?

Please contact **SAVE THAT STUFF, Inc.** at 617.241.9998

## The lifecycle of compost

Today's food scraps and plate scrapings are a great source of organic material for compost. And it's so easy to do:



## There are many great reasons to compost

Here are just four...

- **It's easy to get started.** We provide multi-lingual posters and training.
- **You can save money.** Composting helps control your disposal costs by removing the heavy stuff.
- **It's clean.** Our leak proof containers provide secure storage.
- **Finally, it's good for the environment.** Food scraps are converted into nutrient rich compost that can be used to grow more fruit and vegetables.





Randi Mail  
Recycling Director  
City of Cambridge  
147 Hampshire Street  
Cambridge, MA 02139

August 22, 2006

Dear Randi Mail,

Save That Stuff, Inc. is excited to partner with the City of Cambridge to expand food waste collection services for the Cambridge business community, and ultimately offer this service to the Cambridge Public Schools. This program compliments Save That Stuff, Inc.'s mission of providing responsible alternatives to traditional waste disposal practices.

As new clients are added to this program Save That Stuff, Inc. advises participants that food waste diversion and storage systems should operate in a similar manner to the way their existing solid waste collection program is organized. An example of this strategy is Oleana Restaurant. They will replace two of their ninety five (95) gallon trash carts with two (2) sixty eight (68) gallon food waste storage carts. The food waste carts will be kept in the trash enclosure, eliminating the need for a new storage area.

By limiting new storage locations and sidewalk set outs, Save That Stuff, Inc. will work to reduce sidewalk "clutter". When there are limited options for storage, Save That Stuff, Inc. will provide early morning service or call ahead asking the client to set out the cart(s) over the next hour, limiting the time that storage containers are visible and accessible to pedestrian traffic. Our clients can use locked carts providing a secure storage option.

Managing spillage is another focus of our food waste collection service. As with our paper, cardboard and co-mingled recycling programs, driver training is a key factor in preventing spillage. Covering the hopper with the blade while moving, and using a broom and shovel to clean up the ground are the primary techniques Save That Stuff, Inc. employs to manage spillage. We recommend that our customers use biodegradable plastic bags in their intermediate containers so that loose waste will not be stored in the cart. We also recommend that liquid organic material such as soup be poured down the drain.

Save That Stuff, Inc. looks forward to the start of our food waste collection program in September, and making it a success.

Cordially,

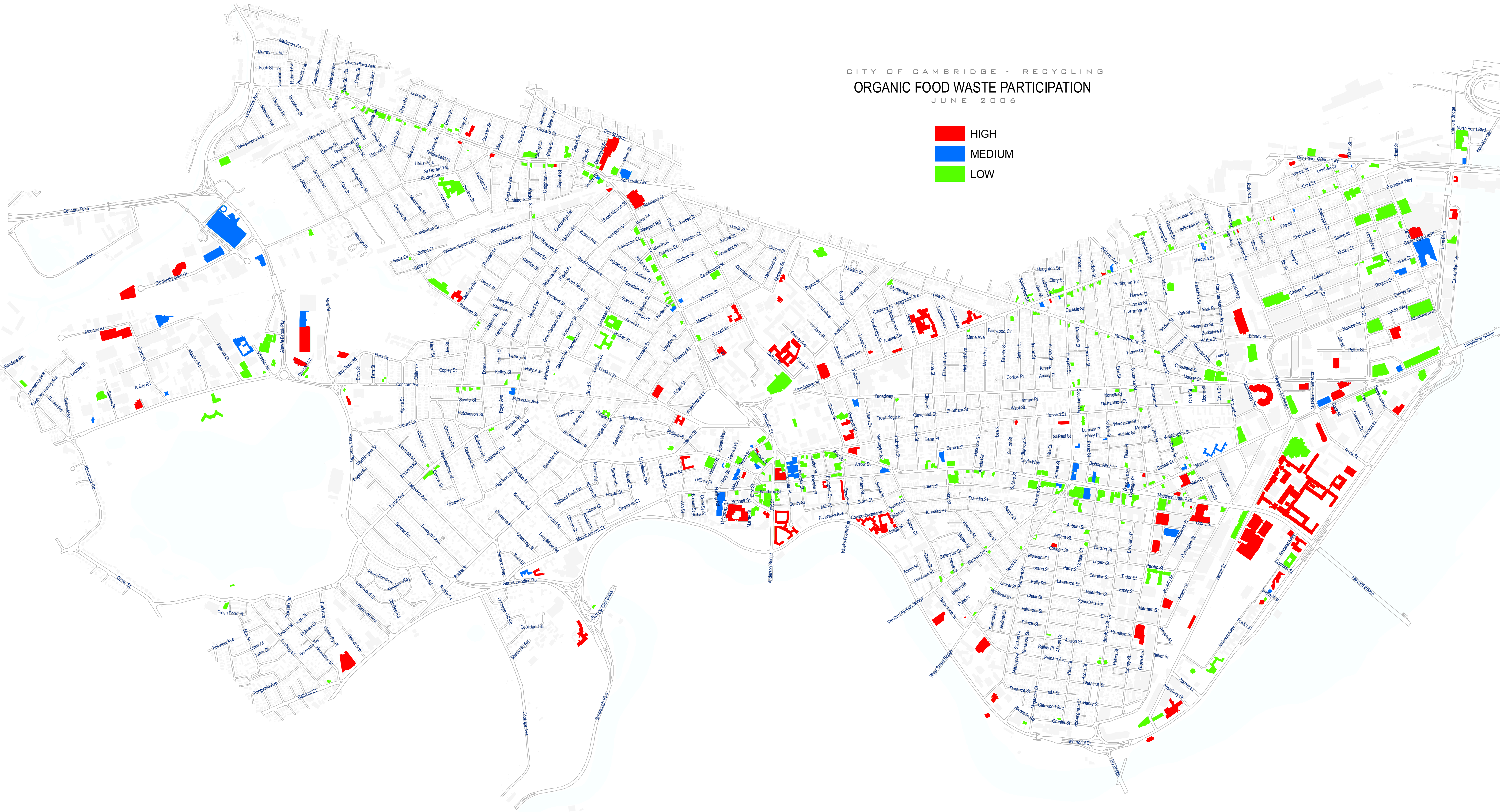
A handwritten signature in black ink, appearing to read "Adam Mitchell".

Adam Mitchell



CITY OF CAMBRIDGE - RECYCLING  
ORGANIC FOOD WASTE PARTICIPATION  
JUNE 2006

- HIGH
- MEDIUM
- LOW





**FORMAL BID**

**FILE NO. 3936**

**COMMODITY: SERVICES TO MARKET, RECRUIT, AND TRAIN BUSINESSES FOR ORGANICS COLLECTION**

**NAME OF BIDDER:**

**BIDDER'S FED. ID. OR SOCIAL SECURITY NO.:**

TO: Cynthia H. Griffin, Purchasing Agent  
City Hall, Cambridge, MA 02139  
Tel: (617) 349-4310 Fax: (617) 349-4008

The undersigned submits this sealed bid to provide the services identified above, described in the specifications herein and advertised in the **CAMBRIDGE CHRONICLE** on **APRIL 20, 2006**, which is to be opened and publicly read at the Office of the Purchasing Agent, City Hall, 795 Mass. Ave., Room 303, Cambridge, MA at 11:00 a.m. on **THURSDAY, MAY 4, 2006**.

The undersigned certifies that this bid is made without collusion with any other person, firm or corporation making any other bid or who otherwise would make a bid. The undersigned agrees to furnish the services in strict accordance with the bid documents, which consist of this Formal Bid and all attachments hereto.

**The envelope containing the bid must be labeled:** "This envelope contains a bid for **SERVICES TO MARKET, RECRUIT, AND TRAIN BUSINESSES FOR ORGANICS COLLECTION** opened at 11:00 a.m. on **THURSDAY, MAY 4, 2006**.

This bid process and the award of the contract are made in conformity with M.G.L. c. 30B, unless otherwise stated. See other side of this form for General Terms and Conditions that shall become part of any Contract awarded through this Formal Bid.

**SIGNATURE OF BIDDER:** \_\_\_\_\_

**TITLE OF SIGNATORY:** \_\_\_\_\_

**ADDRESS OF BIDDER:** \_\_\_\_\_

**TELEPHONE NUMBER:** \_\_\_\_\_

**FAX NUMBER:** \_\_\_\_\_

Please check one of the following and insert the requested information:

( ) Corporation, incorporated in the State of: \_\_\_\_\_

( ) Partnership. Names of partners: \_\_\_\_\_

(X) Individual \_\_\_\_\_

**GENERAL TERMS AND CONDITIONS**

**LAWS:**

All deliveries shall conform in every respect with all applicable laws of the Federal government, Commonwealth of Massachusetts and City of Cambridge.

**EQUAL  
OPPORTUNITY:**

The Vendor in the performance of the contract shall not discriminate on the grounds of race, color, religion, national origin, age or sex in employment practices or in the selection or retention of subcontractors, and in the procurement of materials or rental of equipment. The City may cancel, terminate or suspend the contract in whole or in part for any violation of this paragraph

**TAXES:**

Purchases made by the City are exempt from the payment of Federal excise tax and the payment of Commonwealth of Massachusetts sales tax (except for gasoline) and any such taxes must not be included in the bid prices.

**QUANTITIES:**

Unless otherwise stated, the quantities set forth herein are ESTIMATES ONLY. The City reserves the right to purchase the commodity(ies) specified in any amount less than the estimated amount.

**BID PRICES:**

Bid prices shall include transportation and delivery charges fully prepaid to the City of Cambridge destination. Where the unit price and the total price are at variance, the unit price will prevail.

**DELIVERY AND  
PACKAGING:**

Deliveries must be made in such quantities as called for in the purchase order and in the manufacturer's original packages. All deliveries must be **"inside" delivery with no assistance from City personnel. Tailgate deliveries will not be accepted.** Rejected material will be returned to the vendor at the vendor's expense.

**MODIFICATION OF BIDS:**

Prior to bid opening, a bidder may correct, modify or withdraw its bid by making the request in writing prior to the time and date for the bid opening. All corrections and modifications must be delivered to the Purchasing Department in a sealed envelope indicating that it contains a modification or correction of the original bid submitted for the particular commodity and indicating the time and date of the bid opening.

**REJECTION OF  
BIDS:**

The City reserves the right to reject any and all bids if it is in best interest of the City to do so.

**AWARD OF CONTRACT:**

Contract(s) will be awarded within two weeks of the bid opening unless award date is extended by consent of all parties concerned.

**INDEMNITY:**

Unless otherwise provided by law, the Vendor will indemnify and hold harmless the City against any and all liability, loss, damages, costs or expenses for personal injury or damage to real or tangible personal property which the City may sustain, incur or be required to pay, arising out of or in connection with the performance of the Contract by reason of any negligent action/inaction or willful misconduct by the Contractor, its agents, servants or employees

**TERMINATION OF CONTRACT:**

Except as otherwise provided in the Articles of Agreement, the City may terminate the contract upon seven days notice.

**ASSIGNABILITY:**

The Vendor shall not assign, sell, subcontract or otherwise transfer any interest in this contract without the prior written consent of the City.

TO: Cynthia H. Griffin  
Purchasing Agent

The undersigned hereby proposes to provide all labor, materials, and equipment, necessary to provide **SERVICES TO MARKET, RECRUIT, AND TRAIN BUSINESSES FOR ORGANICS COLLECTION** for the City of Cambridge Public Works Department for a period of at least four months all in accordance with the attached specifications.

One award will be made as a result of this invitation to bid. A Contract will be awarded to the responsive and responsible bidder offering the lowest blended hourly rate. The contract value will not exceed \$30,000 per year.

The contract will be awarded within thirty days of the bid opening, unless award date is extended by consent of all parties concerned.

Prior to bid opening, a bidder may correct, modify or withdraw its bid by making the request in writing prior to the time and date for the bid opening. All corrections and modifications must be delivered to the Purchasing Department in a sealed envelope with a notation on the envelope indicating that it contains a modification or correction of the original bid submitted for the particular commodity and indicating the date and time of the bid opening.

A sample contract is attached hereto. NOTE: In accordance with the City's recycling policy, this bid is printed double- sided. **PLEASE SUBMIT YOUR BID IN DUPLICATE**

Except as otherwise provided in Article V of the Articles of Agreement, the City may terminate the contract upon seven (7) days' notice.

The following information is voluntary. A response or lack of response will not affect the competitiveness/status of your bid.

Minority/Women Business Status - Please indicate whether your business is SOWMBA (or another state) certified. Circle: YES or NO

**Questions concerning this IFB must be submitted in writing to Fax # 617-349-4308**

All questions must be submitted no later than Wednesday, April 25, 2006. An addendum will be issued to notify all bidders of the questions and answers.

**LIVING WAGE REQUIREMENTS**

The City of Cambridge has a Living Wage Requirement that establishes minimum hourly rates for all Personnel that work on any City contract. The City of Cambridge's Living Wage as of March 1, 2004 \$12.59 per hour. The Living Wage Requirements are attached.

NAME OF BIDDER: John F. Connolly\_\_\_\_\_



## SCOPE OF SERVICES

### Overview

The purpose of this Invitation to Bid is to obtain from qualified consultants/marketers to market, recruit, and train businesses for organics collection. The consultant will work in partnership with the City, MassDEP and Save That Stuff (STS), the City's contracted hauler for recycling.

The City received a 2-year grant from the MassDEP to work with STS, to offer organics recycling collection to Cambridge businesses. The following organizations have pledged support for the project: Cambridge Chamber of Commerce, CitySprouts and the Cambridge School Department. This project meets several goals in the *Beyond 2000 Solid Waste Master Plan* including: fostering the development of a commercial organics collection and processing infrastructure, reducing waste sent to landfills and incinerators, reducing greenhouse gas emissions, and educating businesses and residents about waste reduction.

All food waste, plant material, and other compostable, non-recyclable paper will be accepted. A list of potential organics customers will be provided including large, medium and small scale generators in the three categories:

- Category 1: Universities, supermarkets, hotels, laboratories, industrial food processors
- Category 2: Cafeterias (assisted living homes & corporations), large restaurants, hospitals
- Category 3: Bars, florists, coffee shops and the public schools participating in the CitySprouts composting program.

An estimated 10-15 tons/day of material is optimal for route density. The goal of the project is to begin a collection route in the fall 2006 after intense marketing, recruitment and training during the summer. Large generators or "anchor locations" will likely be the foundation of the route and locations outside of Cambridge may be used to achieve an optimal route. MassDEP will assist in calculating generation potential of the prospective organics customers and other criteria important for program marketing and measurement.

To make this program sustainable and successful, STS will develop pricing options that reflect load size, tip fee, transportation and are less than or equal to the current price paid by the customer for trash disposal. STS will develop materials for marketing and training. The City and MassDEP will hold initial meetings with key municipal stakeholders including Community Development, Health Department, City Manager, interested City Councilors, and the Chamber of Commerce.

Bidders should clearly indicate the key personnel who will work on the project, and how the proposed staffing level and program will ensure that the project is completed according to the necessary schedule. Program marketing, technical assistance and implementation will commence immediately following the bid award and must be completed by November 17, 2006.

### Work Scope

The successful bidder will be responsible for marketing the program, provision of technical assistance to self-selected customers, and will be expected to perform the following tasks:

- Develop a plan describing how the bidder will recruit enough organics generators to meet the optimal route density of 10-15 tons/day, 5-6days/week; and provide technical assistance in the design of an in-house collection system, staff training, follow-up visits, and hand off continuing responsibilities to STS;
- Help coordinate high-level meetings with large-scale generators and STS, City and/or MassDEP staff;
- Keep up-to-date on opportunities to market the program to organizations such as the Chamber of Commerce, Cambridge Local First, Central Square Business Association, Harvard Square Business Association, Porter Square Business Association, Inman Square Business Association and Women in Business Connection.
- Coordinate publicity events during the campaign in order to increase opportunities for participation.
- Provide regular reports to the City regarding successes to date, number of contacted locations, issues encountered, estimated generated potential (tons), spending update, and projections on total Project status.
- Provide a public presentation on the results or findings of the Project at the request of the City.

The successful bidder will regularly meet with the project partners. A computer and phone will be available at:

- Cambridge Department of Public Works, 147 Hampshire Street, Cambridge  
Red Line to Central Sq, 10 min walk  
Business hours: Monday 8:30am-8pm, Tuesday-Thursday 8:30-5pm, Friday 8:30-3pm, and
- Save That Stuff, 24 Bunker Hill Industrial Park, Charlestown  
Orange Line to Community College, 10 min walk  
Business hours: 7am-4pm, Monday-Friday.

**QUALITY REQUIREMENTS**

**A "NO" response or a failure to respond to any of the following Quality Requirements will result in a rejection of your bid. Circle: Yes or No for each of the following requirements.**

1. The bidder has been involved in two or more successful organics, recycling and/or waste management projects of a type similar in nature to the project described by the Scope of Services.  
YES NO
2. The bidder understands the goals, waste bans, and policy priorities of the Massachusetts Solid Waste Master Plan and has communicated these to other parties for previous projects.  
YES NO
3. The bidder has directly provided a basic waste assessment and technical assistance training of a type similar in nature to the project described by the Scope of Services.  
YES NO
4. The bidder will provide technical assistance to enough organics generators to meet the optimal route density of 10-15 tons/day, 5-6 days/week.  
YES NO
5. The bidder has demonstrated that backup personnel are available to complete the project in the event that the primary personnel become unavailable and provides resumes for backup personnel.  
YES NO
6. Is it true the bidder is currently not in Bankruptcy?  
YES NO
7. Bidder can provide, upon request, proof of financial solvency.  
YES NO

**BID SUBMISSION REQUIREMENTS:**

**Failure to submit documents requested may result in the determination that your bid is non responsive unless the City deems such a failure to be a minor informality.**

1. The bidder will provide 3 references from clients who will provide positive recommendations regarding the bidder's ability to fulfill the scope of this project. The City reserves the right to use itself as a reference.
2. Provide resumes for the personnel who will be involved in the project, including any backup personnel. The resumes shall include the number of years experience in composting, recycling, waste and related services; and any experience working with various Cambridge business community organizations and/or Cambridge business leaders.

3. Provide a brief description of the bidder's participation in similar projects and the portion of this work that has been concerned with organics, recycling and waste management. The description should detail the bidder's understanding of the context of this project at the local and state levels, from a public and private sector perspective; experience in communicating methods of organics and/or recycling collection, experiences training businesses in waste management methods, and familiarity with the Massachusetts Solid Waste Master Plan and the Cambridge Climate Protection Plan, which can be found at [www.mass.gov/dep](http://www.mass.gov/dep) and [www.cambridgema.gov/~CDD](http://www.cambridgema.gov/~CDD).
4. Describe a general timeline from May-November for providing technical assistance to organics customers that lays out the steps and time involved and indicates how the optimal route density of 10-15 tons/day, 5-6days/week will be achieved.
5. The following documents must be submitted with your bid: All information and materials requested as part of the Quality Requirements and Bid Submissions. A fully executed copy of the Anti-Collusion and Tax Compliance Certification.

### **PRICE PROPOSAL**

Please provide an hourly rate that should reflect a blended rate of all personnel including all overhead and other expenses. A blended rate is the average of the hourly rates of all personnel who will work on these projects plus any overhead and other expenses.

A contract will be awarded to the responsive and responsible bidder offering the lowest blended hourly rate. The contract value will not exceed \$30,000.

Blended Hourly rate cost \_\_\_\_\_

Please include in your price proposal a summary of the blended hourly rate. The summary should include a break down of the actual hourly rate and the name and title of each staff member that will be assigned to this project. The City shall be invoiced monthly in accordance to the actual hourly rate for each staff member with a work log showing hours worked and a brief description of tasks. Only actual hours worked should be invoiced by the Consultant and paid by the City. All hourly rates are to remain firm for the contract period.

Signature: \_\_\_\_\_

NAME OF BIDDER: John F. Connolly \_\_\_\_\_

## Bidders List for Services to Market, Recruit and Train Businesses for Organics Collection

1. Jan Aceti  
Aceti Associates  
19 Allen St. #2  
Arlington, MA 02474-6809  
Ph: 781-646-4593  
Fax: 914-931-2038  
[jan@acetiassociates.com](mailto:jan@acetiassociates.com)  
[www.acetiassociates.com](http://www.acetiassociates.com)
2. Kelly Clark  
Cambridge Chamber of Commerce  
859 Massachusetts Ave  
Cambridge, MA 02139  
P: 617-876-4217  
F: 617-354-9874
3. Jennifer Hall  
Chefs Collaborative  
262 Beacon Street  
Boston, MA 02116  
Phone: (617) 236-5200  
Fax: (617) 236-5272  
[jennifer@chefscollaborative.org](mailto:jennifer@chefscollaborative.org)
4. John Connolly & Associates  
7 Holman Lane  
Hampston, NH 03842  
Ph: 603-758-1499  
Fax: 603-926-6502  
[john@jconnolly.com](mailto:john@jconnolly.com)
5. Conservation Law Foundation  
62 Summer Street  
Boston, MA 02110  
Phone: (617) 350-0990  
Fax: (617) 350-4030
6. Ann Dorfman  
Concord Public Works  
133 Keyes Road  
Concord, MA 01742  
V: 978-318-3241  
F: 978-287-4762  
[ann.dorfman@concordnet.org](mailto:ann.dorfman@concordnet.org)  
[www.concordnet.org/cpw](http://www.concordnet.org/cpw)
7. Ed Doyle  
14 Medfield Street  
Boston, MA 02215  
617.308.6086  
[eddoyle@verizon.net](mailto:eddoyle@verizon.net)
8. Environmental Business Council  
of New England  
18 Tremont St., Ste. 402  
Boston, MA 02108  
P: 617-725-0207  
F: 617-725-0217  
[dkmoon@ebcne.org](mailto:dkmoon@ebcne.org)
9. Federation of MA Farmers  
Markets  
240 Beaver Street  
Waltham, MA 02452  
P: 781-893-8222  
F: 781-893-8777  
[jeff@massfarmersmarkets.org](mailto:jeff@massfarmersmarkets.org)
10. Natalie Starr  
DSM Environmental  
23 Thrasher Rd, PO Box 466  
Ascutney, VT 05030  
802.674.2840  
[dsm@dsmenvironmental.com](mailto:dsm@dsmenvironmental.com)
11. The Food Project  
PO Box 256141  
Dorchester, MA 02125  
P: 617-442-1322  
F: 617-442-7918  
[outreach@thefoodproject.org](mailto:outreach@thefoodproject.org)
12. Marc Fournier  
125 Atlantic Avenue  
Hull, MA 02045  
617-721-0223  
[r\\_marc26@hotmail.com](mailto:r_marc26@hotmail.com)
13. Marsha Gorden  
Resource Technologies Group  
2 Chauncy Street, #2  
Cambridge, MA 02138  
P: 617-868-8102  
F: 617-492-6250  
[mgorden@sustainableresources.com](mailto:mgorden@sustainableresources.com)
14. Amanda Graham  
MIT, Building E40, Room 479  
1 Amherst Street  
Cambridge, MA 02139  
phone: 1.617.253.8995  
fax: 1.617.253.8013  
<http://fee.mit.edu/education>
15. Green Decade Cambridge  
617.661.7678  
[greenbridge@comcast.net](mailto:greenbridge@comcast.net)
16. Amy Bauman  
greenGoat  
P.O. Box 441911  
Somerville, MA 02144  
Phone: 617-666-5253  
[thegoat@greengoat.org](mailto:thegoat@greengoat.org)
17. Green Restaurant Association  
38 Harold Street  
Sharon, MA 02067  
P: (858) 452-7378  
F: 702 993-9877  
[gra@dinegreen.com](mailto:gra@dinegreen.com)
18. Leith Sharp  
Harvard Green Campus Initiative  
46 Blackstone Street  
Cambridge, MA 02139  
P: 617.496.1278  
F: 617.495.9409
19. Hallsmith SYSO Food Services  
380 South Worcester Street  
Norton, MA 02766  
P: 1-800-669-4440  
F: 508-285-1185  
[furtado.manny@halsysco.com](mailto:furtado.manny@halsysco.com)
20. John Majercak  
Center for Ecological Technology  
26 Market Street  
Northampton, MA 01060  
Phone: (413) 586-7350  
Fax: (413) 586-7351  
[johnm@celonline.org](mailto:johnm@celonline.org)
21. Valerie Savage  
PO Box 197  
Pinehurst, MA 01866  
P: 617-590-3734
22. Jane Smillie  
CitySprouts  
39 Rindge Avenue  
Cambridge, MA 02140  
P: 617-349-6562 x208  
[jsmillie@citysprouts.org](mailto:jsmillie@citysprouts.org)
23. EarthWorks  
34 Linwood Street  
Roxbury, MA 02119  
P: 617-442-1059  
F: 617-442-0540  
[ben@earthworksboston.org](mailto:ben@earthworksboston.org)
24. MA Food Association  
31 Milk Street, Suite 518, Boston,  
Massachusetts 02109  
phone: (617) 542-3085  
fax: (617) 542-3505  
[cflynn@mafood.com](mailto:cflynn@mafood.com)
25. MA Restaurant Association  
333 Turnpike Road, Suite 102  
Southborough, MA 01772  
P: 508.303.9905  
F: 508.303.9985  
[pchristie@massrestaurantassoc.org](mailto:pchristie@massrestaurantassoc.org)
26. Beth Tener  
Sustainable Step New England  
41 Washington St., #3  
Exeter, NH 03833  
T: 603-772-2400  
F: 240-332-7572  
[btener@ssne.org](mailto:btener@ssne.org)
27. Paul Lipke,  
Sustainable Step New England  
31 South Street  
Montague, MA 01351  
T: 413-367-2878  
F: 413-367-2878  
[plipke@ssne.org](mailto:plipke@ssne.org)
28. MA Dept of Agricultural  
Resources  
251 Causeway Street, Suite 500  
Boston, MA 02114  
Phone (617) 626-1700  
Fax (617) 626-1850  
[William.Blanchard@state.ma.us](mailto:William.Blanchard@state.ma.us)
29. Dan Ruben  
Coalition of Environmentally  
Responsible Conventions  
175 Auburn Street  
Newton, MA 02466  
Tel: 617-527-7950  
[dan\\_ruben@usa.net](mailto:dan_ruben@usa.net)
30. Lumen Eclipse, LLC  
Rory Keohane  
248 Beacon Street  
Somerville, MA 02143  
(617) 800-2636  
[www.lumeneclipse.com](http://www.lumeneclipse.com)
31. Nina Dillon  
386 Walden Street  
Cambridge, MA 02138  
(617) 945-0211
32. Philip Johnson Associates,  
Inc.  
Greg Straface  
12 Arrow Street  
Cambridge, MA 02138  
(617) 492-5899
33. THINKcollaborative, Inc.  
Ian Dowe  
40 Lee Street, Suite 1  
Cambridge, MA 02139  
(617) 868-3838  
Fax: (617) 812-7792  
[www.thinkcollaborative.com](http://www.thinkcollaborative.com)
34. Cambridge BIOMARKETING  
Group  
Steve West  
245 First Street, 12th Floor  
Cambridge, MA 02142  
(617) 225-0001  
Fax: (617) 225-0988  
[www.cambridgebmg.com](http://www.cambridgebmg.com)
35. Conventures, Inc.  
David Choate  
1 Design Center Place  
Boston, MA 02210  
(617) 439-7700  
Fax: (617) 439-7701  
[www.conventures.com](http://www.conventures.com)
36. Square Peg Marketing  
Communications & Design  
Steve Dreskin  
1770 Massachusetts Avenue,  
#281  
Cambridge, MA 02140-2808  
(617) 699-1331  
Fax: (617) 484-0706  
[www.squarepeg.biz](http://www.squarepeg.biz)
37. Two Five Marketing Solutions  
Michele Pytko  
488 Lowell Avenue  
Newton, MA 02460  
(617) 965-5115  
Fax: (617) 965-6218  
[www.twofivemarketing.com](http://www.twofivemarketing.com)
38. Blue Wave Marketing &  
Promotions  
John Moran  
675 Massachusetts Ave, 9th floor  
Cambridge, MA 02139  
(617) 576-3100  
Fax: (617) 576-3199  
[www.bluewaveprod.com](http://www.bluewaveprod.com)
39. Four Mangos, Inc.  
Kimberley Ring  
675 Massachusetts Avenue  
Cambridge, MA 02139  
(617) 576-5400  
Fax: (509) 472-2199  
[www.fourmangos.com](http://www.fourmangos.com)
40. Lisa Maini  
30 Hamilton Road, Suite 203  
Arlington, MA 02474  
(781) 643-9716  
Fax: (781) 643-9916  
[www.mymarketingmanager.com](http://www.mymarketingmanager.com)
41. Matthew Zettek  
83 Central Street #2  
Framingham, MA 01701  
P: 508-877-7827  
F: 508-877-4787  
[mezettekjr@aol.com](mailto:mezettekjr@aol.com)